

APC STRATEGIC PLAN 2013-2016

Public version, 18 April 2013

All people have easy and affordable access to a free and open internet which they are able to use to improve their lives and create a more just world. (APC vision statement)

Jingle from strategic plan workshop, Fynbos, Malmesbury, September 2012

*KRAs needs tweaking
towards that emphatic feeling
it's all about the nodes
and about the network*

*It's about the
critical,
political,
mindful...*

*Access is rights
and rights are everything
it's not about the tech
it's about the critical
political,
mindful*

*Critical,
political,
mindful...
it's about us...
it's about us.. and the world we want
to build*

*it's about us...
it's about us...*

Table of Contents

Abbreviations and acronyms.....	2
1. Introduction: the planning process.....	3
2. About APC.....	3
2.1 APC as a network.....	3
2.2 APC as an organisation.....	4
2.3 APC governance.....	4
2.4 APC's mission.....	4
2.5 APC's vision.....	4
2.6 APC's values and guiding principles.....	4
3. APC in 2013: Challenges and opportunities in networking for social justice.....	5
3.1 Problems that APC aims to address.....	5
Access for all.....	6
The interconnection between human rights online and offline.....	7
Governing the internet.....	8
Open, sustainable and collaborative use of technology.....	8
Ending technology-based violence against women and girls.....	9
Stronger networks for stronger community.....	9
3.2 APC's strategic positioning as a change agent.....	10
4. Key result areas and cross-cutting goals for 2013-16.....	11
4.1 Key result area 1: Securing and defending internet access and rights.....	12
4.2 Key result area 2: Fostering good internet governance.....	16
4.3 Key result area 3: Strengthening use and development of transformative technology....	21
4.4 Key result area 4: Ending technology-based violence against women and girls.....	26
4.5 Key Result Area 5: Strengthening APC community networks.....	29
5. Cross-cutting goals.....	33
Crosscutting goal 1: Building the "information commons"	33
Crosscutting goal 2: Linguistic diversity.....	33
Crosscutting goal 3: Gender equality and women's empowerment.....	34
6. Current projects and work areas.....	34
Appendix 1: APC organogram.....	36

Abbreviations and acronyms

Africatti	African Technology and Transparency Initiative
APC	Association for Progressive Communications
ASEAN	Association of Southeast Asian Nations
BFA	Bytes For All, Pakistan
CCIA	Computer & Communications Industry Association
CEDAW	Committee on the Elimination of Discrimination against Women
CIPP	Communications and Information Policy Programme
CRM	Customer Relations Management
CSW	Commission on the Status of Women
CSTD	Commission on Science and Technology and Development
DEF	Digital Empowerment Foundation
DGIS	Dutch Ministry of Foreign Affairs
EIFL	Electronic Information for Libraries
ECOSOC	United Nations Economic and Social Council
EroTICS	Exploratory Research on Sexuality and ICTs
FLOSS	Free/libre/open source software
FTX	Feminist Tech Exchange
GISW	Global Information Society Watch
GNI	Global Network Initiative
GNSO	Generic Names and Supporting Organisation
HR	Human rights
HRC	Human Rights Council
ICANN	The Internet Corporation for Assigned Names and Numbers
ICC BASIS	International Chamber of Commerce Business Action to Support the Information Society
ICT	Information and Communication Technology
IFEX	International Freedom of Expression Network
IFLA	International Federation for Library Associations
IG	Internet Governance
IGC	Internet Governance Caucus
IGF	Internet Governance Forum
IPGA	International Policy Governance Association
IR	Internet rights
IRHR	Internet rights are human rights
ISOC	Internet Society
ITU	International Telecommunications Union
IWRAP	International Women's Rights Action Watch
KRA	Key Result Area
LAC	Latin American countries
MAG	IGF Multi-advisory Group
MENA	Middle East and North Africa
MLEF	Member Learning and Exchange Fund
NHRI	National Human Rights Institution
OECD	Organisation for Economic Cooperation and Development
OSF	Open Society Foundation
TBTT	Take Back The Tech
UPR	Universal Periodic Review
VAW	Violence Against Women
WACC	World Association for Christian Communication
WC3	World Wide Web Consortium
WCIT	World Conference on International Telecommunications
WHRD	Women's human rights defenders
WRP	Women's Rights Programme
WSIS	World Summit on the Information Society

1. Introduction: the planning process

APC used multiple methods to develop this strategic plan. At its meeting in January 2012 the APC Executive Board agreed that APC's 2009-2012 strategic goals and key result areas (KRAs) were likely to continue to be relevant for the next few years. Our work on developing the new plan thus started with a review of progress in achieving these goals and an assessment of current and emerging priorities.

The first step in the review was an online survey in which members, programme and management teams, and a select group of partners were asked to respond to questions assessing APC's performance against the existing KRAs, the relevance of these KRAs for APC in the coming years, and suggestions for additional KRAs. Respondents were also asked for their views on the vision, mission and goals, and on the cross-cutting issues that were part of the 2008-2012 plan.

Members then participated in regional online meetings to discuss the findings of the survey.

The next step was a three-day face-to-face strategic planning meeting in which the APC board, additional member representatives and staff participated. The opening session included inputs from APC partners and ex-staff to assist us in broadening our contextual analysis. This was followed by a facilitated process during which the group identified KRAs, impact objectives for each KRA, and an initial set of specific objectives and activities needed to achieve them. The outcome of the planning meeting was a draft 2013-16 strategic plan which underwent extensive discussion and revision among members and staff up to the end of October 2012. Finally, this plan was formally presented to and adopted by the APC Council in November 2012.

2. About APC

APC is incorporated as a California non-profit public benefit corporation and is tax-exempt under section 501(c)(3) of the United States Internal Revenue Code.¹ These legal details are outlined in the APC bylaws.² APC's principal office is located in Melville, Johannesburg, South Africa.³ APC is both a network and an organisation. Our strength comes from our membership (a mix of southern and northern organisations) and staff, and their combined knowledge and experience of promoting and using ICTs at local, national and regional levels. Through both our members and staff who are located in different parts of the world, APC gains local perspectives, contact with grassroots organisations and insights from engagement with national policy makers that we integrate into our regional and global work.

2.1 APC as a network

APC has been operating as an international membership-based network since 1990. In September 2012, APC had 44 members in 34 countries. Organisational members are spread across all regions of the world - Africa, Asia, Latin America and the Caribbean, Central, East and West Europe and North America.

Members of APC are organisations that share common values and agree with and work to further APC's mission. They work actively with civil society and social movements in using ICTs to empower and support others to build strategic communities and initiatives contributing to equitable human development, social justice, participatory political processes and environmental sustainability. APC members work collaboratively with one another and with APC programmes and projects.

In January 2012 the APC board agreed to open up the network to individual membership. APC has done this in a way that allows for involvement of individual members without undermining

1 The California Corporations Code can be viewed at <http://www.leginfo.ca.gov/cgi-bin/calawquery?codesection=corp&codebody=&hits=20>.

2 Please see "Bylaws of the Association for Progressive Communications" at <http://apc.org/en/pubs/reports/bylaws-2007>.

3 APC may also have other locations as required, as per article I (on principle office) of the bylaws.

the institutional membership tradition which has been a key source of our strength. Thus, for example, individual members pay lower membership fees, participate in activities and provide input on strategies, but do not have the same voting rights and decision-making powers as organisational members.

2.2 APC as an organisation

In addition to its network aspect, APC is an organisation with its own programme structure. As at September 2012 APC has a staff of 24, some of whom work part-time for APC and part-time on other work, including for member organisations. Staff members are located in Argentina, Canada, Cote d'Ivoire, Czech Republic, Ecuador, Malaysia, Mexico, New Zealand, Uruguay, South Africa, the Philippines and the United Kingdom.

Staff members work in a programme or support team. APC's two programme areas are Communications and Information Policy (CIPP) and Women's Rights (WRP). Programmes work closely with APC members and are supported by the Communications and Networking and Management Systems teams. The Management Systems team is responsible for governance, strategic planning, resource mobilisation, finance, human resources and administration, and, evaluation and learning. For more detail see the APC organogram attached as Appendix 1.

2.3 APC governance

APC is governed by its institutional members who determine APC's strategic priorities and elect the APC board of directors every three years. All APC's powers and activities are exercised and managed by the board, with certain powers reserved specifically for council.

2.4 APC's mission

The Association for Progressive Communications is a global network of civil society organisations whose mission is to empower and support organisations, social movements and individuals in and through the use of information and communication technologies to build strategic communities and initiatives for the purpose of making meaningful contributions to equitable human development, social justice, participatory political processes and environmental sustainability.

2.5 APC's vision

All people have easy and affordable access to a free and open internet to improve their lives and create a more just world.

2.6 APC's values and guiding principles

APC members are bound together by common values. Since our official founding in 1990, the network has developed guiding principles that we endeavour to integrate into all our activities. These values and principles guide **what** APC does and **how** it is done.

APC is committed to working through:

Decentralised action

Sharing information and tools in the public domain

Having a strong Southern base and orientation

Creating and strengthening an international membership community for joint action and learning.

We value:

Local initiative and ownership
Freedom of expression, communications and information
Open content and open standards
Free and open source software
Social equality and gender equality
Collaboration and partnership
Inclusiveness and diversity
Creativity and capacity building
Democratic, accountable and transparent governance
ICT solutions that are appropriate and affordable

3. APC in 2013: Challenges and opportunities in networking for social justice

3.1 Problems that APC aims to address

The internet and other linked ICTs have enormous potential to strengthen social, political, cultural, economic and human development. The internet is a tool for expression, for organising, for accessing information and for creating and sharing content. It can build community, facilitate democratisation, learning and innovation, and increase transparency and accountability among governments, business and civil society. But there are many barriers to the fulfilment of this potential, including:

Insufficient access to infrastructure: Millions of people still lack affordable and reliable access to the necessary tools (e.g. smart phones or computers) and connectivity (internet infrastructure with sufficient bandwidth to enable them to make full use of the power of networks). In many countries internet users are faced with slow broadband speeds, especially in areas outside major cities, traffic caps may limit the amount of data that can be exchanged, and complex tariff packages limit competition or the user's ability to manage costs. For those that cannot afford their own equipment and connectivity, public access facilities offer the only alternative, however, public investment in libraries, telecentres, and multi-purpose community centres is often very limited. At the industry level – internet providers often lack access to sufficient spectrum or competitively priced telecom infrastructure, ISP licensing and content control may be too onerous for small or new market entrants, and interconnection regulations usually favour the dominant providers. A variety of indirect factors may also serve to limit internet accessibility; grid power may be unavailable, and high import duties may be levied on ICT equipment, which, along with luxury taxes on internet and voice services, further reduce their affordability.

Threats to the open and fair character of the internet: Obtaining affordable, universal access is not the only challenge. Once access has been secured, for the internet to be used effectively by people to transform their lives and societies they need to be able to express themselves freely and safely. This is becoming more difficult in many places as both governments and corporations try to increase control over networks and services. On the one hand there is greater recognition of the internet as an enabler of free expression and access to information. On the other hand, many governments are responding to this recognition with increased filtering of content and traffic; censorship; interception of communications; and monitoring what people do on the internet. These measures are often made in the 'public interest' to combat 'cybercrime' or protect 'national security', but in practice they chill free expression and hamper the use of the internet as a tool for democratisation.

Corporations trying to maximise profits in the ICT sector are also exercising their own forms of control, often not visible to users. For example in social networks, walled gardens – spaces where business is able to harness internet users' personal information for financial benefit, e.g. through targeted advertising – are being created. To support this, large content providers such as Facebook are even making deals with mobile access providers to allow their content to be freely available, while all other content must be paid for by the end user. Companies that make their money through content distribution are also trying to increase control, and in some places

they are succeeding in making internet service providers and other intermediaries liable for users who violate copyright laws. This trend to make service providers liable for what users do on the network holds huge risk for free expression and the free flow of information. What increases this risk in the present, and the near future, is that new users may be completely unaware of the 'historical' open and free nature of the internet and why it is important, simply because their experience of internet access today is already mediated by filtering, walled gardens, compromised privacy and mining of their personal data for profit.

Risks to victims of gender-based violence resulting from ICTs increasingly being used as a means for harassment, humiliation, cyberstalking, and cyberbullying. Violence against women that is committed, abetted or aggravated through the use of ICTs is a significant barrier to women and girls' ability to take advantage of the opportunities that ICTs provide for the full realisation of women's human rights and development opportunities.

Insufficient capacity among civil society in the effective and safe use of ICTs, particularly in their advocacy for human rights and social justice. Our research shows that even among internet activists, not to mention mainstream human rights organisations, there is limited capacity at technical levels (e.g. in using the internet strategically, safely and securely) and at the level of policy and advocacy (understanding what processes and mechanisms they can use to achieve their goals).

Difficulty to influence internet and related policy processes: These processes are complex, and dominated by governments and industry in spite of the mantra of 'multi-stakeholderism'. Civil society, particularly from the global south, struggles to participate effectively either at national or global/regional levels. Few ICT for development policy initiatives truly empower those living in poverty to participate actively and strategically in processes which would democratise development. For example contributors to GISWatch⁴ in 2012 highlighted the problematic nature of ICT4D (ICT for development) policies that fail to adequately empower citizens to combat corruption effectively. Moreover there is no common acknowledgement of the internet as a public good, which means that its policy and regulation is increasingly driven by the interests of entities with political or commercial power rather than by the broadest possible public interest.

APC exists to address these problems proactively through integrated actions at global, regional and national levels. Our work is organised through five linked strategic activity areas: research, capacity building, advocacy, network building and strategic communications. These activities reinforce each other. For example, research will generate knowledge and information resources that can be used in advocacy to influence policy outcomes, or to produce learning materials used in capacity building interventions.

3.2 APC's strategic positioning as a change agent

Often the nature of the conversation between civil society voices active in internet policy and rights advocacy in the global south and the global north is strained and conflicted. These conversations also tend to be dominated by men, and experts. This makes the process incredibly intimidating for new voices who want to enter these conversations, particularly for younger people and people who do not feel they are able to argue and defend their views well in English. There is much rhetoric about the role of global civil society in internet development and governance; but are these governance processes truly open, and is civil society participation really global and inclusive? APC plays a vital role in mediating these divisions, in bringing people and organisations together who have different perspectives and experiences, and in building relationships and trust within networks. We believe that APC is unique in this sense. We are respected and trusted by others in civil society, and by governments, business, and institutions involved in the technical management of the internet. APC is a member of many governance and advisory bodies such as the IGF Multistakeholder Advisory Group, UN Commission on Science and Technology Division Working Group on IGF Improvements, Civil Society Information Society Advisory Council - OECD Steering Committee, ICANN's Generic

⁴ Global Information Society Watch, an annual civil society review of the information society published by Hivos and APC. <http://www.giswatch.org/>

Names Supporting Organisation Council, Broadband Commission Working Group on Gender, Centro Internacional de Estudios Superiores de Comunicación para América Latina (CIESPAL) Administrative Council, eLAC (Plan of Action for the Information Society in Latin America and The Caribbean) Coordination Mechanism and Web Index Science Council. APC also sits on the boards of international organisations such as the Association for Women's Rights and Development and the International Federation of Library Associations and Institutions.

Our history in technical aspects of developing and running networks (dating back to the 1990s when APC, working with the United Nations Development Programme, had connected tens of thousands of people around the world to email networks), and playing leadership roles in ICT policy and in gender and ICTs has positioned us to be influential in quite a unique way.

A thread that cuts throughout this plan is our ability to build bridges and make linkages; for example linkages between policy and practice, global and local, new technologies and environmental sustainability, political and sexual expression, and between human rights online and offline.

4. Key result areas and cross-cutting goals for 2013-16

APC's key result areas (KRAs) guide the work of the organisation during a strategic plan period. This does not mean that every member of APC must do work on each of the KRAs simultaneously. However, it does mean that for each KRA there must be a critical mass of member organisations that are committed to this area both within their own organisation and as the APC network.

In response to the development problems outlined above, and based on a review of past priorities and achievements, APC members agreed on five strategic priorities, expressed as 'Key Result Areas' for the 2013-16 period:

Key Result Areas for 2013-2016:

1. Securing and defending internet access and rights
2. Fostering good internet governance
3. Strengthening use and development of transformative technology
4. Ending technology-based violence against women
5. Strengthening APC community networks

Further, members agreed on the following **three cross-cutting goals** for the plan period:

- *Building the "information commons"*
- *Fostering linguistic diversity*
- *Promoting gender equality and women's empowerment*

These cross-cutting goals will be taken into account and integrated into all our work and indicators for assessing achievement of these goals will be included in the monitoring framework to be developed in the course of this year.

APC's 2013-16 KRAs: Baseline context and conditions

Below is an outline of some of the primary problems that APC will address in each of the key result areas.

Securing and defending internet access and rights: KRA1

Access for all!

Quality, affordable access to a free and open internet is a multifaceted concept. It includes access to internet infrastructure and content, freedom of expression and association, and

protection of social, cultural and political rights which enable access (both online and offline), supported by appropriate regulatory and policy frameworks. It involves concerns such as ensuring network neutrality, and open access approaches to communications regulation that enables fair competition, and that lowers barriers to entry for new, and smaller service providers.

Affordable and pervasive access to the internet remains a significant development problem, in spite of the rapid uptake of mobile telephony. For institutions such as schools, libraries, and hospitals, relatively slow and expensive mobile phone enabled internet access is not a substitute for low cost fast access with multi-use computers. Access disparities exist among and between groups, including along lines of gender, race, ethnicity, age, disabilities, language and sexual orientation. Those without access may be denied the right to give voice to their social and political aims, and be unable to use the internet to demand rights on the same footing as others. Access to the internet is thus increasingly being framed as a critical consideration in any discussion about the enjoyment of human rights. Conversely, a human rights approach is increasingly viewed as a premise for demanding policies which deliver quality, affordable access for all.

APC's access related work will focus on three areas: 1) promoting support for free public access in, for example, public libraries and community centres, 2) raising awareness of the power of wireless technologies as the most effective means to build infrastructure where it is most needed, and 3) encouraging efforts to minimise the policy barriers to affordable pervasive network infrastructure. To support this, a major effort will be made to advocate for innovative approaches to the allocation and management of radio spectrum. We will advocate for the frequencies made available through the transition from analogue to digital broadcasting to be used to increase the availability and affordability of internet access, especially for more isolated and other disadvantaged members of society.

The interconnection between human rights online and offline

As the internet becomes ubiquitous, new rights-related tensions are emerging that are specific to the internet. For example, the tension between the right to privacy and the desire for openness; between sexual rights and expression, and fears that traditional values and norms are being undermined. In many countries there is a climate of increased monitoring, surveillance, censorship and an unprecedented preoccupation with cyber-security. This stifles freedom of expression, freedom of information and freedom of association and poses threats to the personal safety of those who work to protect, defend and promote human rights on and offline.

The range and increasing complexity of these tensions indicate there is a need to frame internet rights more holistically, and to research and monitor diverse internet rights (including access rights) and develop resources to support advocacy and capacity building of the actors that can help secure these rights. A key challenge is the lack of internet rights groups that have direct experience of working in or with national or global human rights mechanisms. There is a need to build their capacity to be effective in these places. Another challenge is to build bridges between internet rights groups and mainstream human rights organisations in order to maximise capacity and to build capacity for stronger and more effective human rights advocacy.

Internet freedom has become a global concern. When APC started this work and drafted our first internet rights charter in 2001 it was possible to count internet freedom activist organisations on one hand. Now there are many and this has made it possible for us to work as part of a global movement. APC plays a very important - and respected - role in this movement. Most of these groups are based in Europe or North America, and very few integrate human rights with women's rights, or with development and social justice. Few are active in communications policy and regulation, or have a 'hands-on' understanding of internet access and why it is still not reaching the people it should. Even fewer have a network of members and staff based mostly in the 'global south'.

Exploring new policy spaces that provide opportunities to advocate for a more holistic approach to the recognition of human rights on the internet is part of APC's strategic approach in this area. The aim is to target governments, and convince them of their responsibility as the

primary body responsible for upholding and protecting the human rights of their citizens. At the same time, new tools are needed to build capacity, such as the IRHR curriculum, which can support networks and improve the effectiveness of their advocacy.

Fostering good internet governance: KRA2

The need for good internet governance has become even more critical as many governments introduce measures aimed at strengthening “security” and control over what citizens and others do. The dangers come from both democratic and authoritarian regimes and include multi-national treaties as well as national laws initiated to protect intellectual property rights in ways that are disproportionate and not sustainable, and that will impact on access to knowledge in developing countries. While the national laws might, at first glance, seem less dangerous because they are restricted in their geographical scope, in reality in an interlinked world and inter-connected internet, measures introduced in one country are often quickly copied in other countries, or can directly affect users in other countries.

Good governance of the internet cannot be separated from the issue of multi-stakeholder participation. Nor can the notion of multi-stakeholder participation be taken for granted and considered without acknowledging and addressing politics of power and interest – be it corporate or government interest. Frequent lip service is paid to the importance of including civil society and internet users in the governance of the internet. However, it is not clear that civil society is really an effective and influential voice in internet governance. There is an urgent need to understand and address the challenges around building truly global multi-stakeholder participation in internet governance; and to ensure that human rights and public interest prevails in internet governance outcomes.

APC is able to build the capacity of civil society actors involved at national level to engage at global level, and vice versa. We support the participation of groups of people from civil society in global forums (such as the IGC and the World Conference on International Telecommunications) through creating spaces for learning and strategising. We are also uniquely placed to connect the strands of internet governance and human rights, particularly through national, regional and global mechanisms and through having established good working relationships with UN agencies, including the ITU, and bodies ranging from the African Union to the Committee for Information, Computer and Communications Policy⁵ of the Organisation for Economic Cooperation and Development (OECD). Connecting the accountability of governments, and other stakeholders, across both human rights and internet governance, is for us a key strategy for improving internet governance and developing rights affirming internet public policy.

Strengthening use and development of transformative technology: KRA 3

Open, sustainable and collaborative use of technology

Many aspects of technology and trends in the corporate world of technological development work at cross purposes to APC's values of openness and sustainability. The proprietary software upgrade cycle makes hardware obsolete earlier than necessary, and software designed for maximising profit prevents inter-operability and sharing. Internet services and mobile networks manipulate users into giving up ownership of their own data. Some communications protocols have built-in back doors that allow for government eaves-dropping, and most research and development is geared towards increasing market share rather than to sustainable use.

At the same time, powerful movements and developments promise integration between the values we embrace and the technology that increasingly supports our day-to-day lives. For example, free/libre/open source software (FLOSS) allows us to make sustainable choices about when and how we upgrade. FLOSS also provides a software development model based on maximum use and sharing, public good, and collaboration rather than profit. Alternatives to corporate social network sites are based on user-owned or distributed models rather than on a model of central authority and control by an individual company.

5 <http://www.oecd.org/dataoecd/18/39/37328586.pdf>

APC is not a technology organisation, but we have members that are technologists. We have a historical commitment to FLOSS dating back to 1998. Nor are we an environmental organisation or network, but we have roots in green movements from around the world, and we are deeply committed to environmental justice. We have created tools and knowledge to help civil society practice more mindful use of ICTs, and, through our members, we have the capacity, to support 1000s of civil society activists in making more sustainable, empowered use of ICTs.

Ending technology-based violence against women and girls: KRA 4

Violence against women and girls is widely recognised as a serious problem in virtually every country of the world. It is a rights issue, and most governments have signed commitments to respect, protect, promote and fulfil women's rights to be free of violence. However, the United Nations Secretary-General's report on all forms of violence against women of 2006 underscored the worsening trend of this problem. The report states: "Violence against women impoverishes individual women and their families, as well as their communities, societies and nations at many levels. It reduces the capacity of victims/survivors to contribute productively to the family, the economy and public life; drains resources from social services, the justice system, health-care agencies and employers; and lowers the overall educational attainment, mobility and innovative potential of the victims/survivors, their children and even the perpetrators of such violence."

APC's research and advocacy in the past four years found that violence against women (VAW) that is mediated by technology is increasingly becoming part of women and girl's online interactions. In the same way women and girls face risks offline, in the streets and in their homes, they face specific risks in online interactions such as sexual harassment, surveillance by intimate partners, threats of blackmail, viral 'rape videos' and for young women in particular, the distribution of 'sex videos' that force survivors to relive the trauma of sexual assault every time it is reposted online, via mobile phone or distributed in other ways. These emerging forms of violence cause psychological and emotional harm, reinforce prejudice, damage reputation, cause economic loss and pose barriers to participation in public life. Reporting, prevention strategies and accountability mechanisms that address these violations are generally limited because the harm and abuse are poorly understood and this form of violence is not yet adequately recognised - not even by those who experience it.

Strengthening APC community networks: KRA 5

APC is both an organisation and a network. The network element has been at the core of APC from when it was first established as a network of networks with each member being a network in its own right. This means that APC in itself constitutes an APC community. Not all APC members are networks in the sense of having a membership structure. However, all members work in a networked manner in their own thematic or geographical area. The community aspect is one of the most important sources of APC's strength in advocacy from the local to the global level. The community aspect also strengthens each of its members. This happens both through access to skills, knowledge and resources, and through peer support and political solidarity. It is thus important that APC dedicates resources and energy to both growing and strengthening the network.

APC's ability to function as an effective network and organisation is dependent on having a competent and committed staff. APC's staff includes both full-time and part-time people distributed around the world, with some of the latter based in member organisations. The combination of staff and members is powerful, but can also create tension in terms of where resources are channelled and where formal and informal decision-making power lies.

APC has paid careful attention to this tension over the many years of its existence. One example has been the emphasis placed on member participation in programme activities. Organisationally the importance of the network is reflected in the fact that the Council, which is made up of members, is the ultimate decision-making body of APC. However, while this works well with regard to internal APC decision-making processes, involving members in formulating APC policy positions has been more challenging. The time in which APC must respond to opportunities to submit official positions is often short, and members are busy. Finding creative solutions to this problem and strengthening policy debate within the APC community will be a

priority in the 2013-16 period. Supporting and nurturing the relationship between and amongst staff and members is a critical element in sustaining the health and well-being of the APC community as a whole and contributing to a strong, engaged and empowered membership

In reviewing the implementation during the 2008-12 strategic plan period, members felt that there had not been enough member-to-member exchange; neither through regular regional meetings, nor joint member-initiated projects. Members also felt it was a priority for the network to grow larger. As one element of this, APC's membership will be opened up to like-minded individuals as well as organisations.

4.1 Key result area 1: Securing and defending internet access and rights

Internet access and human rights can no longer be separated. The distinctions between affordable, quality access, and the expression and realisation of human rights on the internet as well as through the use of the internet are increasingly blurred.

Overall impact objectives	Intended outcomes	Interventions	Result indicators ⁶
Universal affordable access to the internet	Free public access is more widely available in public libraries and other public spaces	Campaign for free public access to the internet in libraries, schools, clinics etc. to be included in efforts to increase access.	<i>At least 3 instances with APC involvement of public sector initiatives, at policy making or implementation level, to extend free public internet access communities who need it most.</i>
	Use, management and regulation of radio frequency as well as digital migration strategies contribute to providing affordable access to the internet	Develop and use research outputs (e.g. case studies) to advocate for new and more efficient approaches to frequency allocation and management	<i>APC research is used for advocacy in at least 3 events and /or policy processes</i> <i>Digital migration awareness events/campaigns organised by APC partners in at least 3 countries.</i>
	Local and community wireless internet services are more available to people currently (2012) lacking quality affordable access	Promote use of Television White Space for internet access through advocacy and building capacity and partnerships	<i>At least 2 TVWS advocacy, networking or learning events organised by APC and partners.</i>
Human rights on the internet are understood, recognised and defended.	Greater understanding of what “human rights on the internet” means among human rights organisations, other human rights defenders, the media, broader civil society, service providers, national human rights institutions, the judiciary and governments	Update the APC Internet Rights Charter to incorporate the full range of human rights including women's rights, sexual rights and economic, cultural and social and economic rights	<i>APC to produce and promote analysis of of human rights on the internet that moves beyond civil and political rights. This will include:</i> <i>- IHRH issue paper on cultural, social and economic rights.</i> <i>- Updated APC Internet Rights Charter that incorporates cultural and social and economic rights including sexual rights.</i>
	There is visible uptake of the position that internet rights are human rights and people use rights frameworks as leverage	Build, with others an internet freedom movement that is inclusive of activists in the Global South.	<i>APC contributions included in the 'Web We Want' campaign strategy and roll out.</i> <i>APC is an active participant in building a global internet freedom movement that is inclusive of</i>

⁶ To be refined in the monitoring and evaluation framework which I will be completed by mid-2013.

Overall impact objectives	Intended outcomes	Interventions	Result indicators
	for actions on internet freedoms		<i>activists in the Global South and reflects cultural, social and economic rights as well as civil and political rights.</i>
		<p>Monitor violations and document stories:</p> <ul style="list-style-type: none"> - Developing a monitoring framework for internet rights based on UN Special Rapporteur Frank La Rue recommendations - Monitor a wider range of internet-related human rights violations - Produce reports for the UPR process and follow up on these and others already produced 	<p><i>GISWatch 2013 (women's rights) completed and distributed widely, meeting targets outlined in the 2013 strategy⁷</i></p> <p><i>At least 10 APC partners actively involved in monitoring internet-related human rights violations</i></p>
		<p>Develop training programmes and materials to support 'human rights on the internet' awareness raising and education and train trainers to deliver the programmes</p> <p>APC community documents stories about the exercise of human rights online to help transform practice and to learn about internet rights as human rights. These stories can be used in the IRHR curriculum.</p>	<p><i>APC's Human Rights on the Internet curriculum is available online and has been used in at least 3 learning events in partnership with other organisations or networks.</i></p> <p><i>At least three learning events with APC staff and members</i></p> <p><i>At least 10 stories on the exercise of human rights online produced</i></p>
		APC remains actively engaged with advocating for human rights on the internet in global policy spaces such as the HRC, the IGF, the OECD, the CSTD, ICANN and other local and global spaces (such as the ITU) in which internet policies are debated, discussed and made.	<i>APC-supported involvement in at least 4 national and global policy processes that impact on internet public policies</i>
		APC network to build capacity of human rights defenders to be safe online	<i>Capacity building in 5 countries reaching at least 100 people</i>
		APC resists and counters threats to internet rights violations, for example through filing complaints with human rights mechanisms	<i>Actions and responses to threats and violations done in 10 countries.</i>

⁷ APC has a comprehensive strategy, targets and indicators for dissemination and outreach for GISWatch

4.2 Key result area 2: Fostering good internet governance

Good governance is a prerequisite for sustainable social justice and development. This KRA focuses, in particular, on good governance of the internet, whether at national, regional or global level. As in other areas, good governance of the internet requires governance processes and institutions to be inclusive, transparent, accessible, participative and accountable. The intended and actual outcomes of good internet governance should be an accessible, fair and open internet that is developed and governed in the public interest, rather than in the interest of individual companies or governments.

Overall impact objectives	Intended outcomes	Interventions	Result indicators ⁸
Institutions and processes of internet governance are transparent, inclusive, diverse and accountable and enable effective civil society participation	APC agrees on a definition of good multi-stakeholder internet governance working definition from the APC, CoE and UN ECE Code of Good Practice for IG	Convene forums, seminars, consultations, dialogues to explore the 'nature' of the internet as a public good-like entity	<i>APC convenes at least one event that considers the proposition that the internet be defined as a public good</i>
		Develop proposals/positions through research and consultation that include diverse perspectives in approaching the internet as a public good.	<i>Publish at least 2 issue papers on analytical and political frameworks related to internet governance</i>
		Create opportunities for ongoing exploration by governments, civil society, businesses, and the technical community of 'enhanced cooperation' in internet governance and the establishment of principles for effective multi-stakeholder internet governance processes	<i>At least 4 events that builds understanding and positively contribute to this discussion</i>
Civil society stakeholders are actively engaged in shaping IG issues, processes and outcomes	The APC community develops strategies to engage diverse civil society group in internet governance processes	Monitor specific processes by governments and non-governmental institutions through which they engage diverse civil society groups in internet governance	<i>APC facilitates participation of at least 30 first time participants, of which half are women, at 4 national, regional and global internet governance related forums/platforms.</i>
		Facilitate participation of partners from different sectors of civil society and social movements in national, regional and global internet governance processes, including through capacity building	<i>See above.</i>
		Strengthen participation of women in internet	<i>Increase in the participation of women</i>

⁸ To be refined in the monitoring and evaluation framework which I will be completed by mid-2013.

Overall impact objectives	Intended outcomes	Interventions	Result indicators
		governance processes including through monitoring, research, capacity building, and mentored participation. Produce an annual gender report card at IGF	<i>the IGF taking the 2012 data as a starting point</i>
	Multi-stakeholder internet governance processes are improved from the bottom up, e.g. from national level into regional and global	Advocate for the creation of legitimate national multi-stakeholder forums and platforms that can facilitate policy discussions.	<i>At least 3 countries where APC is engaged establish multi-stakeholder forums and platforms</i>
		Facilitate the strengthening of regional multi-stakeholder platforms for internet governance policy dialogue	<i>APC members and staff involved in agenda setting and facilitation participation of diverse stakeholders, in at least 3 internet governance-related processes.</i>
The global internet governance agenda and related processes consistently includes civil society voices and concerns and prioritises human rights and the public interest	The APC community strategically influences the IGF agenda and increases participation of civil society, particularly from the South	Organise workshops and pre-events to address specific critical internet governance issues and build the capacity of people who are not currently able to participate effectively	<i>APC organises at least 3 events in global internet policy spaces that address specific critical internet governance issues from a rights perspective and results in civil society actors feeling more confident, and able to be influential in these spaces.</i>
		Participate strategically in the IGF's Multistakeholder Advisory Group's work and in organising regional and national IGFs to promote a more 'outcome oriented' IGF that can influence on policy-making.	<i>APC representatives participates consistently in MAG meetings, online workspaces, and open consultations. The IGF produces more tangible outcomes.</i>

4.3 Key result area 3: Strengthening use and development of transformative technology

The idea of transformative technology promotes mindful and critical development and use of information technology that contributes to sustainable development, political awareness, and self-empowerment i.e. to meaningful change in society. By linking technology use and development directly to human values, the relationship between individuals and technology is transformed from a utilitarian interaction into a meaningful component of human development.

Transformative technology means that bridging the digital access divide is not enough. Everyone must have control over and ownership of their technology, hardware and software, in the cloud and on the ground, and be able to use it securely and safely.

Although environmental sustainability is only one aspect of transformative technology, Paul Mobbs, in *A practical guide to sustainable IT*⁹, conveys well how integral this aspect is to the entire process of technology development and use: “Assessing the sustainability of our use of information technology isn’t just a matter of measuring environmental pollution. It’s an all-encompassing view of how we design, organise and operate the information systems that allow us to carry out our work and live our lives – and doing so in a way which considers not only the impact on the planet today, but also how we develop, use and preserve information resources for ourselves and others in the future.”

Overall impact objectives	Intended outcomes	Interventions	Result indicators
Technology development emphasises openness, open standards, interoperability, and user ownership and control	APC engages technology manufacturers, service providers, the internet technical community and software developers, draw them into policy processes and include them in the network.	Allow individual affiliation with APC, develop and implement an outreach strategy.	<i>At least 4 technologists who affiliate with APC</i> <i>At least 4 instances of companies and/or individuals involved in activities initiated by APC</i>
		Pro-actively outreach to technical organisations to become APC members	<i>At least 2 new members with a technical orientation</i>
		Involve technology partners in human rights work	<i>At least 1 technology partner involved in APC internet rights work</i>
		Organise workshops at international forums to enable technology manufacturers to share best practices in respect of provision and support of meaningful services on lower-end devices.	<i>At least 3 best practice workshops organised in international forums.</i>
	Technology manufacturers and software developers are held to account for sustainable practices and services	Produce a public report card on sustainable information technology and practice to assess practices of technology manufacturers and software developers	<i>Public report card published annually or every two years, either as APC or in partnership with others</i> <i>Three research or campaign</i>

⁹ From the introduction to Global Information Society Watch 2012.

Overall impact objectives	Intended outcomes	Interventions	Result indicators
			<i>activities promoting best practice are conducted by APC and partners.</i>
		Develop badge/logo for sustainable information technology linked to public report card	<i>At least 20 websites that make use of the badges/logos</i>
		Partner with major environment group, e.g. Greenpeace, on sustainable ICT use and development campaigns	<i>2 campaigns organised.</i>
Civil society organisations and social and political activists are critical, mindful and political in their technology choices	APC members and partners, and the civil society groups they collaborate with are empowered and aware in their choices of technologies information sharing platforms	Promote green hosting (web and mail servers that are energy efficient and make use of renewable energy) facilities Conduct an audit within APC community and service providers we use) and develop (extract) a checklist to encourage change of practices	<i>At least 10 APC members and their users/clients using green hosting facilities</i>
		Research and information sharing on best practices in respect of provision and support of meaningful services on lower-end devices.	<i>One best practice research produced in collaboration with APC members</i>
	Sustainable practices are defined and understood as grounded in human rights and appropriate for diverse users	Publish case studies on use of open and sustainable technology by activists and identify and promote best practices for software development	<i>One publication of case studies and best practices.</i>
		Develop training curriculum and deliver workshops based on the APC Guide to ICT Sustainable practice	<i>Curriculum developed</i> <i>One workshop implemented in 2013; two workshops developed per year from 2014-2016</i>
Increased public demand for use for open and sustainable technology	Individuals and organisations within APC community are motivated to migrate to free/libre/open source software (FLOSS)	Evaluate FLOSS and sustainable information technology use, practices, and needs in the APC network	<i>Survey of all APC members and report completed in 2013.</i> <i>User check-list or spectrum developed from survey in 2013</i>
		FLOSS migration parties and hands-on training on switching to FLOSS	<i>At least 20 participants in parties or training who switch to FLOSS</i> <i>All APC staff switch over to FLOSS by end 2014.</i>

Overall impact objectives	Intended outcomes	Interventions	Result indicators
			<i>At least 10% migration of organisations and individuals within APC to FLOSS by the end of 2013; 15% by end 2014; 20% by end 2015; 25% by end 2016</i>
		Participate in spaces and events where best practices are developing	<i>APC network participates in one event a year</i>
		Re-launch the APC Chris Nicol Prize and award bi-annually to recognise individuals and/or organisations who develop or use FLOSS in socially transformative and sustainable ways.	<i>Award re-launched by the end of 2013 and again awarded in 2015</i>
		Organise technical exchanges amongst APC members and partners using the Member Exchange Fund	<i>At least 1 member exchange involving APC members and partners implemented each year.</i>

4.4 Key result area 4: Ending technology-based violence against women and girls

This key result area comprises two aspects. The first aspect is ending technology-based violence against women and girls (VAW). The second aspect involves using technology to end any form of violence against women. Technology violence against women has become a part of intimate partner violence and sexual abuse, intensifying harm through digital surveillance and replicating abuse through recording, reproduction and electronic distribution of violent acts. Preventing technology-related VAW is an important component in ending violence against women and contributes to creating a safe and secure environment for women and girls to participate fully in economic, social, politically, and cultural life of our society. In addressing both aspects, APC places high value on women's rights, leadership, agency and choice.

The key elements of this KRA thus focus on expanding visibility and understanding of violence against women online, evidence-based advocacy towards prevention of online abuses directed at women and girls, and promotion of an online culture that affirms the rights to safety, security and privacy.

Overall impact objectives	Intended outcomes	Interventions	Result indicators¹⁰
Society recognises VAW online and rejects it	More users, especially women's rights organisations, actively promote anti-VAW culture and practice online	Continue with Take Back the Tech! Campaign to enhance women and girls' online safety and security.	<i>At least 30 women's rights organisations in at least 7 countries, actively promote anti-VAW culture and practice online through:</i> <ul style="list-style-type: none"> - <i>participation in Take Back the Tech! Campaigns, and,</i> - <i>influencing policy spaces, processes and decisions that reference and/or respond to VAW online.</i>
		Engage in policy advocacy at national, regional and global policy levels and spaces to ensure women's rights and safety online are reflected in decisions and processes	<i>At least 4 policy spaces, processes and decisions that reference and/or respond to violence against women online</i>
	Social networking platform providers, mobile companies and other internet intermediaries develop user policies and best practice standards that ensure women and girls safety and respect for their rights.	Engage with private sector companies on corporate user policies that ensure women's rights and safety online	<i>Social networking platform providers, mobile companies and other internet intermediaries take steps in developing user policies and best practice standards that ensure women and girls safety and respect for their rights in at least 3 countries.</i>
		Build evidence to influence the development of user policies and best practice	<i>Evidence compiled through APC's research is referenced and used at least 3 times in developing specific user policies addressing women's rights</i>

¹⁰ To be refined in the monitoring and evaluation framework which I will be completed by mid-2013.

Overall impact objectives	Intended outcomes	Interventions	Result indicators
		standards that ensure women and girls' safety and security online	<i>and safety.</i> <i>Mapping and research reports produced.</i>
Technology is used effectively to combat VAW	More women confidently and safely use online public spaces	Train women's rights activists, particularly violence against women activists and organisations on secure online communications	<i>Women's rights organisations capacity to use technology safely is strengthened through training of 60 women's rights activists in secure online communications and the development of organisational digital security policies.</i> <i>At least 8 organisations develop and implement safety and security policies and practices, including training their staff in secure online communications.</i>
	Technical people and technical communities are engaged in activities to combat violence against women and girls	Build partnerships with women's technology groups to organise small grants project, hackathon or 48-hour innovation lab for young women and girl developers to develop apps and games to combat violence against women	<i>At least 2 "apps" and games developed</i>
	Women's rights organisations' capacity to use technology in ending VAW is strengthened	Document gender-based violence and monitor how it is being responded to by governments.	<i>Women's rights organisation in at least 2 countries are using technology platforms to monitor government responses to end violence against women.</i>

4.5 Key Result Area 5: Strengthening APC community networks

APC is a network that needs to be nurtured but “network building” is also a strategic activity that forms part of APC's approach to achieving positive social change. The networked community envisioned in this KRA extends beyond APC members and staff to include partners and others who share APC's vision and goals.

Overall impact objectives	Intended outcomes	Interventions	Result indicators
APC members lead in mobilising communities around ICTs for social change	APC positions are informed, supported and amplified by members, partners, allies and their networks	Create facilitated online spaces for political discussion, development of policy positions and definition of political actions.	<i>30% of postings by members and partners in APC-created online spaces are of a substantive nature and not simply 'sign-ins' or 'yes/no' responses.</i> <i>50% of APC statements, interventions or political actions reflect members' contributions.</i>
		Increase and strengthen participation in GISWatch and expand GISWatch's distribution network	<i>65% of members contribute to GISWatch</i> <i>Reach dissemination and outreach targets outlined in the 2013 GISWatch strategy.¹¹</i>
		Build research capacity among members and partners and build on the Action Research Network (ARN) ¹²	<i>35% of members and 10 strategic partners are involved in collaborative APC research</i>
	Civil society organisations, women's rights organisations and activists actively use technology in combating VAW	Capacity building for women's rights organisations through Feminist Technology Exchange(s)	<i>At least 50 organisations use technology in combating VAW.</i> <i>Up to 100 participants trained</i>
APC has an engaged, active and empowered membership	Knowledge, experience and resources are shared within APC	Find creative ways for members and staff to share and exchange services and resources and meet face-to-face, and incorporate on-site member visits into existing staff travel schedules where possible	<i>All members able to participate in in one face-to-face meeting in 4 years.</i> <i>25% of members who exchange services or resources</i>

¹¹ APC has a comprehensive strategy, targets and indicators for dissemination and outreach for GISWatch

¹² No longer with dedicated funding, but an important project for network building and impact. The ARN is what we call the network of researchers in the APC community who focus on 'information society' themes such as internet access and mobile phones, environmental sustainability and technology, privacy and security online, sexual rights and content regulation.

Overall impact objectives	Intended outcomes	Interventions	Result indicators
			<i>At least 2 staff-to-member onsite visits per year</i>
		Active outreach to members who are not paying dues regularly or participating regularly and outreach to members to apply as individuals	<i>Updated status of all members on an annual basis</i>
		Establish a member communication strategy that incorporates a more frequent and personal approach to members	<i>At least 50% of APC members contribute stories to the annual report and APC News.</i>
		Develop a mechanism that improves interaction between staff and members and ensures that staff draw on the skills, expertise and capacity of members in project development and implementation	<i>At least 50% of members are involved in APC projects and activities</i> <i>APC programme staff involved in at least 5 member projects and activities</i>
	New individuals and organisational members join APC	Organise a membership drive for new members that incorporates the launch of the new individual Affiliate membership category. Build a comprehensive orientation programme for new organisational members and establish a support mechanism for new members, drawing on existing members in their region or work area.	<i>At least 4 new organisational members and 25 individual members</i> <i>Simpler criteria and process for APC membership.</i> <i>Feedback from new members on their induction to APC</i>
	Member collaboration that strengthens the APC community is enhanced	Strengthen capacity within staff to do community building, mobilisation and facilitation of APC's member activities/ membership and networking initiatives	<i>At least 1 staff member dedicated to facilitating membership interaction and network building</i>
		Relaunch the APC Member Learning and Exchange Fund to support member driven skills-sharing, internships, and planning for collaboration among APC members.	<i>At least two member exchanges implemented per year</i>
		Relaunch the Nancy Hafkin/women in technology prize and the Betinho Prize to reward outstanding work of members + Chris Nichol	<i>One award re-launched and awarded each year.</i>

5. Cross-cutting goals

Crosscutting goal 1: Building the “information commons”

APC's rights-oriented approach to the internet is rooted in our belief that the internet is a global public good. Thus over the years the APC community has sought to provide access to and defend a global commons for the provision of information. We do this to counter the predominantly closed and proprietary nature of policy, practice and culture that currently governs the production and dissemination of information.

This crosscutting goal is especially evident in the transformative technology KRA, but will also inform other activities. It will be reflected, among others, in APC's planned promotion of FLOSS both for our own use and for use by others, our challenging of proprietary intellectual property regimes and associated patents, our advocacy for and use of creative commons and open licensing, and our advocacy around freedom of information and freedom of access to public information, and our support to the development of open community-owned wireless internet access infrastructure.

More generally, we are committed to sharing the knowledge we generate through our research and other activities and thus contributing to the global pool of public knowledge, including the information and knowledge which enables people to participate in decision-making processes around issues that impact their lives and work.

Overall, we hope to promote a clear vision of what a free and open internet would look like through the way we work.

Crosscutting goal 2: Linguistic diversity

In the course of the last century, English has increasingly become the dominant language in the world, including for both research and business. This dominance was particularly notable in the beginning of the internet when there was relatively little content in other languages and users who were not confident readers and producers of English were marginalised. However this imbalance is shifting with the internet now (October 2012) reaching 34% of the world's population. For example, Latin America, a region where relatively little English is spoken, accounts for more than 2.5 billion users¹³. Supporting the multilingual character of the internet encourages large numbers of people from benefiting fully and increases the diversity and number of voices being heard.

In line with its commitment to internet rights and access, APC will endeavour to find ways to promote linguistic diversity in the digital world. It will try to reduce exclusion using the same technology which gave rise to it. Examples of such actions include localisation of free and open source software, building the capacity of non-English speakers to generate their own content, and encouraging solutions such as translation software.

¹³ Internet World Stats, accessed on 29 October 2012. <http://www.internetworldstats.com/stats.htm>

Crosscutting goal 3: Gender equality and women's empowerment

APC believes that gender equality and women's empowerment is relevant in all aspect of information and communications technology and development. Since the World Conference on Women in 1995, APC's advocacy has addressed gender inequalities and women's exclusion in technologies. APC's and other research over many years have revealed the lack of attention to the gender equality dimension of the digital divide and shown that majority of ICT for development programmes and policies are either gender-blind or gender-neutral. To change this condition, APC contributes to building the capacity of with a wide range of ICT for development practitioners and policy-makers in developing countries in ensuring that gender equality and women's empowerment are well-integrated in their work through gender planning and gender evaluation.

Addressing gender equality and women's empowerment as a crosscutting goal requires that women's views, interests and needs shape the development agenda as much as men's, and that this agenda supports progress toward more equal power relations between women and men.

APC's work to end violence against women, encompassed in KRA 4, addresses one important aspect of changing unequal power relation between women and men. To further ensure that gender equality and women's empowerment principles permeates all aspects of APC's work, we will endeavour to understand and counter negative power dynamics and make efforts to promote women's participation, leadership and empowerment in our analysis and positions and in all forms of activity including governance. Where necessary, this will be done through targeted capacity building. Internally, APC will continue its efforts to gain a deeper understanding of what a feminist approach to technology means and to ensure that this understanding is shared among members and staff.

Externally, APC will strive to engage with technology developers, policy makers and users so as to counter sexism and exclusion in technology design, policy and use. The external focus will extend beyond countering explicit sexism to expose how often the apparently gender-neutral framing of the ICT discourse, practice, and policy is implicitly sexist and can be exclusionary and discriminatory for women.

Appendix 1: APC organogram



